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23 OCT 1981

MEMORANDUM FOR: Director, National Foreign Assessment Center  
Deputy Director for Operations  
Deputy Director for Science and Technology  
Inspector General  
Director of Medical Services

DD/A REGISTRY

FROM: Harry E. Fitzwater  
Deputy Director for Administration

FILE: medical

SUBJECT: Consultants' Report on Agency's Psychological  
Activities

REFERENCE: Memo to D/Pers from DDA, dtd 7 Aug 81, Subject:  
Agency Psychologists and Psychological Programs

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Forwarded herewith is a copy of the report completed by [REDACTED]

[REDACTED] on 22 October 1981. Please provide your written comments to me not

later than COB 29 October so that we can meet the reporting deadline imposed  
by the DDCI.

Harry E. Fitzwater

Harry E. Fitzwater

## Attachment

## Distribution:

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This document becomes UNCLASSIFIED  
when separated from attachment.

October 23, 1981

The Hon. Harry Fitzwater  
Deputy Director for Administration  
Central Intelligence Agency  
Washington, D. C. 20505

Dear Mr. Fitzwater:

25X1 [redacted] and I are pleased to submit the attached report, "Psychologists in the Central Intelligence Agency." We are indebted to the men and women of the Agency who cooperated in this study by furnishing written material and sharing with the study team their observations and judgments. Throughout the course of the study we received the enthusiastic assistance of those contacted.

Two issues dealt with in this report deserve a further word of elaboration: (1) how to assure "quality control" of psychological activities, and (2) how to improve communications among psychologists. In the course of our wrap-up discussions, concern was raised about the lack of a central point for the "professional supervision" of psychological activities to avoid needless embarrassment of activities that are poorly planned or conducted or that are ill-advised in the first place. This need for quality control can be approached in two quite different ways. One is to require that all activities be scrutinized and approved at a single point, on behalf of the Agency--presumably by a psychologist. The second is to institute systematic means for evaluating psychological activities within the context of the organization whose mission is being supported. In the latter case judgment is rendered by the manager of the unit being supported and related to its mission as it fits into Agency priorities. We believe this approach to quality control is more reliable and effective than having a "gate-keeper" whose judgment is likely to be influenced by his or her own professional biases.

The question of how best to improve communications among psychologists is particularly challenging because of the wide variety of interests and responsibilities, and few incentives to stimulate such interchange. Our approach is to identify one or more central purposes which reflect common interests or problems toward which each group might contribute in a positive fashion. We believe that an enforced requirement for systematic program evaluation could provide such a central, common purpose. Another might be the sponsoring of symposia from time to time on new developments or problems of particular interest in the Agency in the field of psychology. One possibility, not addressed in this report, is the potential for improved interchange that could accompany the establishment of a "career service" for psychologists. A career service might offer improved opportunity for interchange via some job rotation; but this should be tempered by the number of one-person operations. The question on the desirability of establishing a career

The Hon. Harry Fitzwater

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October 23, 1981

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service for psychologists requires a different approach from this study which addressed the utilization of psychologists from the perspective of organizational location.

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and I were impressed with the quality and commitment of the professional staff in the Agency. They certainly are a credit to the public service of the United States.

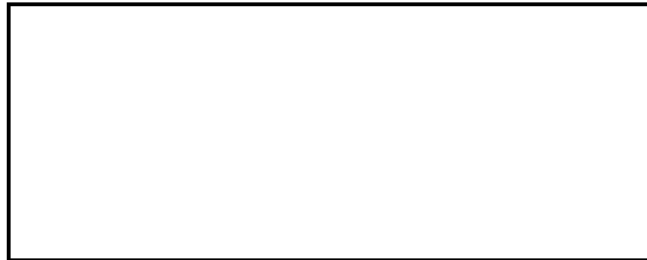
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Sincerely,

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PSYCHOLOGISTS IN THE  
CENTRAL INTELLIGENCE AGENCY

by



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October 9, 1981

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WARNING NOTICE  
INTELLIGENCE SOURCES  
AND METHODS INVOLVED



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## EXECUTIVE SUMMARY

The general objective of this project was to study all of the Agency's psychological efforts and to evaluate how effectively and efficiently they are meeting the Agency's needs in the psychological field.

This study is directed at the 39 individuals who are working specifically as psychologists regardless of job title (such as "behavioral scientist," etc.). It does not include those trained as psychologists but not presently working in the field of psychology. Psychologists in the Agency perform one or more of five principal functions: assessment, research, human factors analysis, training, and counseling.

During the course of the study, 45 individuals were interviewed--psychologists (as defined above), their supervisors, and some of the clients served by psychologists.

Conclusions and Recommendations

1. The work of psychologists in the Agency is sharply defined and follows closely the missions and functions of those organizations in which they are located. There is no significant overlap that would contribute to poor utilization on the basis of organizational location.

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Recommendation: Consolidation of psychologists within the Agency would serve no useful purpose, and could disrupt the effective conduct of present functions. There may be instances where some organizational adjustment would improve the utilization of psychologists.

2. Relative effectiveness in the utilization of psychologists was difficult to assess because there is no common practice from one organization to another for collecting data that would support such an assessment. Information about effectiveness varies greatly and tends to be anecdotal and unsystematic. Psychologists appear to be busy and productively employed. Where caseload data is applicable, such as in the assessment function, the number of cases has increased by 25 to 50 percent in the last few years as Agency recruitment efforts have intensified and as client organizations have requested assessments on a larger proportion of candidates. The study team believes that psychologists are not underutilized. However, we are not in a position to judge whether, in the light of Agency-wide or Directorate-wide priorities, they are at work on the most important tasks.

Recommendation: Agency management should be able to determine if the distribution of effort in these psychological units coincides with Agency priorities. We find no particular reason to focus upon psychologists; determining proper distribution of effort is a management responsibility applicable to all of the Agency's human resources.

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3. Systematic program evaluation is uneven among the psychological units. As one might anticipate, the incentive for program evaluation is stronger among those units most heavily involved in testing and assessment than in those concentrating more upon research, clinical evaluation and counseling, and training. All units engage in some qualitative evaluation, such as user or client satisfaction--i.e. does the client use the product, or does the client return for future work? In at least one instance  more systematic and methodologically relevant evaluation is hindered by security considerations. In this instance, we believe that ways can be found to make needed data available without revealing sensitive sources, but only if senior managers recognize this need and provide the organizational leverage to carry it out.

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Recommendation: Agency management should require each psychological unit to develop and to conduct a systematic program of evaluation.

4. Systematic internal research to determine those aspects of a unit's activities most related to success was notably lacking. Where there was program evaluation, it rarely was carried the next step to systematically identify what elements in the particular task or objective contributed most to success.

Recommendation: Agency management should encourage psychological units (and others) to undertake internal research. Such encouragement could be pursued through the budget, program review, and performance

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assessment processes.

5. Interchange among psychologists, across organizational lines, has been encouraged by Agency management from time to time, but with few results. The process suffers from inadequate incentives and the press of immediate responsibilities or diverging interests. The study team found a rich variety of activities that should be of interest among psychologists throughout the Agency. What is needed is a problem or issue to which all can make a contribution, and which has elements of common interest.

Recommendation: If Agency management makes a serious attempt to require (or encourage) systematic evaluation and internal research, psychologists, wherever located, will have abundant opportunity to seek mutual support and ideas in order to address the challenges of methodology and technique associated with successful evaluation and related research.

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## I. INTRODUCTION

The general objective of this project was to study all of the Agency's psychological efforts and to evaluate how effectively and efficiently they are meeting the Agency's needs in the psychological field.

This project was conducted, under contract with the Agency, by

[redacted]  
background is in public administration; [redacted] is in psychology.

This study was undertaken largely because of the recommendation by the Inspector General following recent periodic reviews of the

[redacted] Office of Medical Services.

There was a brief period in the Agency's history when both of these groups were located in a single organization, the Assessment and Evaluation Staff of the Office of Training (1951-1954). Prior to 1951 the A&E staff was located in the Directorate of Plans, the precursor of the Operations Directorate. It provided testing and psychological assessment support, mainly for recruiting and staffing, but also for training [redacted]

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In 1951 the Office of Training (OTR) was established as a free standing organization to service the entire agency, and the A&E staff was moved to OTR, but remained within a group devoted to support of DD/O. In 1953 OTR was reorganized and the A&E staff no longer was more or less exclusively dedicated to DD/O needs, but to Agency-wide requirements.

Between 1951 and 1962 there were a series of organizational tempests between the A&E staff and the Psychiatric Division in the Office of Medical Services. Following a number of key staff changes, the A&E staff was transferred, as an entity, to OMS--a transfer resulting from a recommendation in the 1959 report of the Inspector General on the A&E staff.

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In conducting this project the study team collected data from three sources: historical records and reports (to the extent that they were available, including mission statements and position descriptions); personnel and staffing data provided by the Office of Personnel Policy, Planning, and Management; and, personal interviews with psychologists, their supervisors and clients. The interviews were directed at eliciting information and views about the nature of work actually undertaken by psychologists, the relationship of such work to the parent organization's mission, and how such work was useful or supportive to those using it. The study team interviewed 45 professional employees throughout the Agency during the course of the study (see Appendix A for the list of those contacted). Every effort was made by the study team to cross check information and views collected to assure validity.

## II. CURRENT ORGANIZATIONAL POSITIONS OF PSYCHOLOGISTS

Before describing where psychologists are located throughout the Agency, it is necessary to determine who are psychologists. The study team found four different perspectives in defining exactly what persons ought to be the focal group for the study. First, there are those professionals who currently are performing tasks as psychologists; that is, they are in jobs where the skills of a psychologist are particularly useful and may be a formal requirement for legitimately holding that position. There are 39 professionals that can be designated as psychologists by this criterion.

Second, there are those persons employed by the Agency in professional positions, where the incumbent holds a graduate degree (Masters or PhD) in psychology. There are 62 professionals throughout the Agency so identified by OPPPM records.

Third, there are those employees who are classified within the Agency personnel system as psychologists. These positions carry an occupational identity in the 180 series of personnel classification and carry the title: psychologist-general, psychologist-assessment, psychologist-research, psychologist-clinical, or behavioral scientist. The last category is not exclusive to psychologists since it includes sociologists, anthropologists, and political scientists. However, the study team, with the assistance of supervisors, screened this

category so that our count includes only those behavioral scientists who are psychologists. There are 39 psychologists in the 180 series.

Finally, there are those persons occupying positions carrying the occupational title of psychologist--this group closely parallels the third group, but the data run identified only 33 occupying such positions.

Because this study is directed at those who are working as psychologists, that definition was used by the study team to collect information regarding tasks, missions, value and use of the work undertaken. In this process some attention was given to those specific instances where psychologists made substantial utilization of their skills, but were not so identified, and where a professional performed as a psychologist during his or her Agency career but who has recently moved into a management or related position where psychology is no longer required for the job.

Professionals, working as psychologists, are located in organizations of each of three directorates: Administration (21),  and National Foreign Assessment (4).

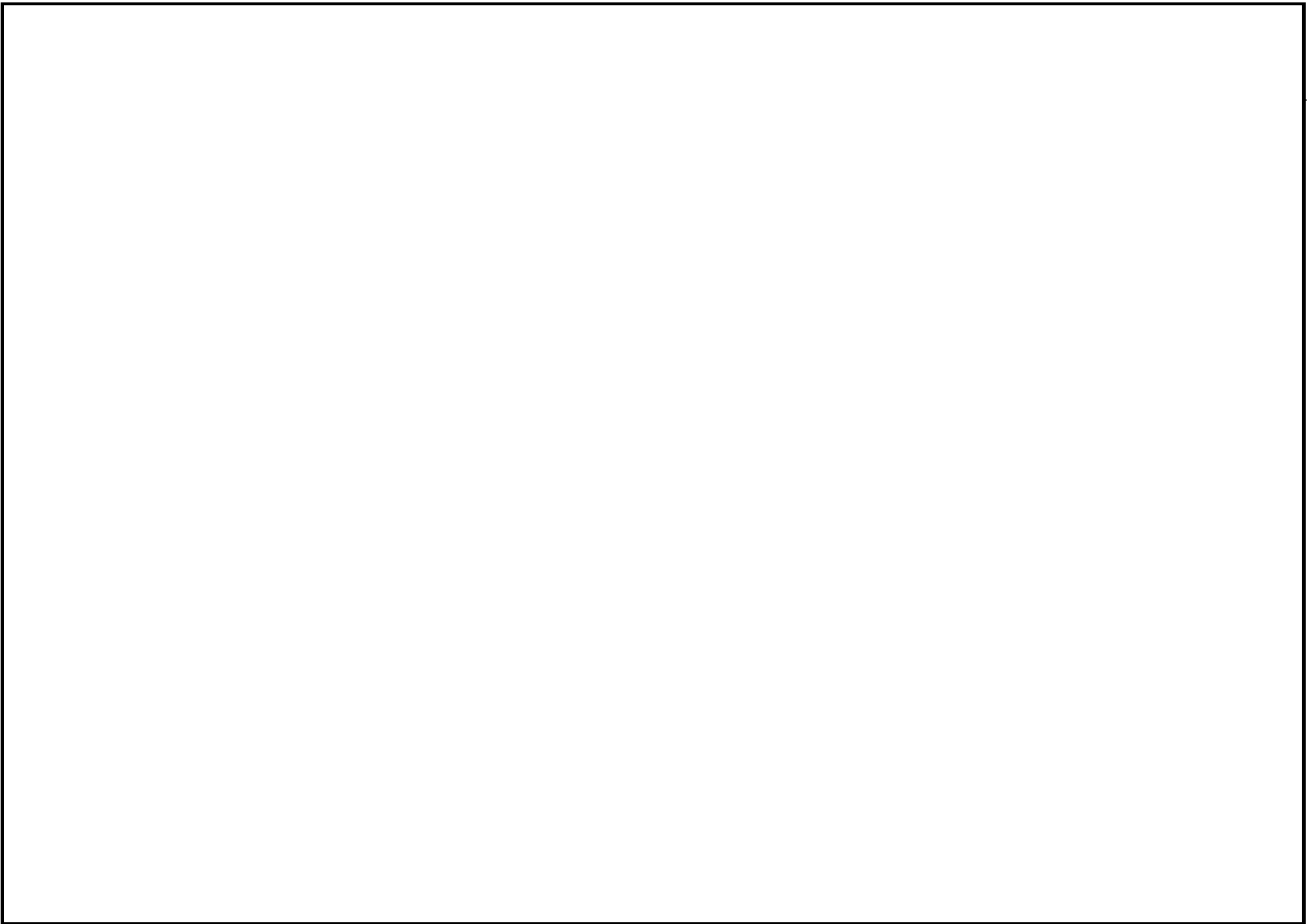
(Note: see Appendix B for the full list of individuals by organization and classification). These figures reflect only filled positions as of the end of September, and do not include persons who work less than full time or who, though employed extensively, are consultants.

All of the psychologists within the DD/A are located in the

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Office of Medical Services. By organization within OMS they break out as follows: Psychiatric Division (3), Psychological Services Division (17), and the Center for Counterterrorism and Crisis Response (1).

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Although not included in the formal definition used here, nor in the count of professionals working as psychologists, special note must be made of six psychologists in the Office of Training and Education (OTE). All are in the Management Training Branch and hold graduate degrees in psychology. Their occupational titles are: Training

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Officer, Instructor-Administration, and Operation Research Analyst. All are engaged in developing, conducting or supervising management training--an area of endeavor that typically attracts many psychologists and which is greatly enriched by their research and professional skills. The group does its own training evaluation, a function that once was done by PSD's predecessor, the Assessment and Evaluation Staff, nearly twenty years ago.

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Several employees of considerable tenure came to work at the Agency as psychologists and performed in that capacity before moving into management or other duties. For instance, both

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In summary, psychologists--those working as psychologists (who also hold degrees in psychology)--are employed in eight different organizations at the branch or division level within the three



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directorates of: Administration [redacted] and  
National Foreign Assessment [redacted] In addition there are six  
psychologists in the Management Training Branch devoted exclusively to  
that work.

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### III. FUNCTIONS PERFORMED BY PSYCHOLOGISTS

The activities of psychologists in this Agency fall into five basic categories of functions:

- A. Assessment
- B. Research
- C. Human factors analyses
- D. Training
- E. Counseling

The tasks performed under each of these functions are presented below. The location within the Agency where these tasks are performed is referred to as a "psychological unit." The term "psychological unit" is being applied to any place in the Agency in which psychologists are working professionally as psychologists. (There are some individuals with advanced degrees in psychology who do not work as psychologists. There are some psychologists who work as a psychologist but have a job title other than "psychologist"--an example is "behavioral scientist.") This definition of a psychological unit includes places where the entire professional staff is made up of psychologists and those where only one psychologist is on a staff composed of other professional disciplines.

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The foregoing presents the many functions performed by psychologists in the Agency and the units in which the respective functions are performed. One can gain organizational perspective by reorganizing this information according to the units where the functions are performed.

Psychiatric Division  
Office of Medical Services  
Directorate of Administration

1. Psychiatric assessment of all applicants to Agency
2. Clinical assessment of Agency personnel with psychiatric problems
3. Program of research on stress
4. Development of clinical tests for psychiatric evaluations of applicants
5. Psychiatric counseling for Agency personnel

Psychological Services Division  
Office of Medical Services  
Directorate of Administration

1. Assessment of professional applicants to Agency
2. Assessment of non-professional personnel for upward mobility
3. Assessment activities associated with programs of Office of Training and Education
4. Individual intensive personality assessment related to career training and special assignments
5. Assessment of photointerpretation aptitude
6. Vocational and career counseling, pre-retirement counseling
7. Assessment of individual progress on the Creative Management Program conducted by the Office of Training and Education

8. Psychometric research (validity, reliability, etc.)
9. Research on professional applicant procedures that differentiate between high versus low performers
10. Research on effectiveness of career counseling procedures
11. Survey research to determine perceptions of and reactions to intelligence
12. Skills analysis of National Foreign Assessment Center personnel to determine capabilities within that unit

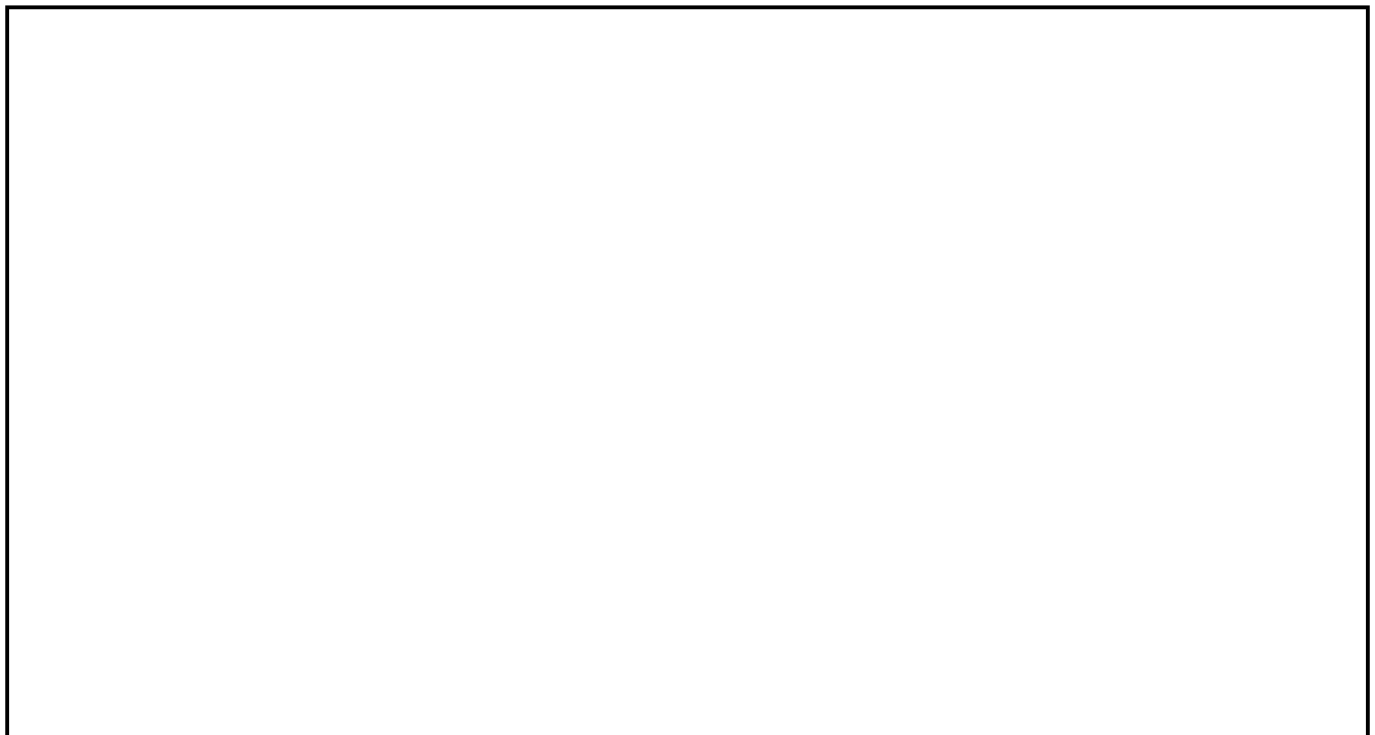
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Center for Counterterrorism and Crisis Response  
Office of Medical Services  
Directorate of Administration



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#### IV ASSESSMENT OF THE ROLE AND UTILIZATION OF PSYCHOLOGISTS

A. What are the Similarities and Differences of Missions in Organizations Employing Psychologists?

Each organization that employs psychologists has its explicit mission. The work performed by psychologists is governed by the missions of the units in which they are located. It is only in an over-generalized sense that it can be said that there are similarities among missions. This is demonstrated by reviewing the respective missions of the Psychiatric Division of the Office of Medical Services, the Psychological Services Division of the same Office and

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The Psychiatric Division appraises all applicants within the context of medical qualification. The final decision about an applicant, who undergoes assessment by the Office of Medical Services, is a medical judgment that includes physical and psychiatric assessment.

Although also in the Office of Medical Services, the

Psychological Services Division has the mission of providing across-the-board applied psychological services to those units in the Agency that desire its services. One of these services is to provide assessment information on applicants to professional positions. This information is sent to prospective employers and they make the final decisions as to hiring applicants. The Division's mission also includes providing applied psychological research services to the Agency.

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Psychologists in the Research Branch of the Psychological Services Division provide support service to units within the Agency that have human factor problems associated with present systems or those about to be installed, e.g. SAFE.

Each organization within the Agency has its explicitly defined mission. The work of each organization's professionals, not just psychologists, is focused upon its particular mission. As might be expected, the study team found that, in general, psychologists were most effective when they concentrated their attention upon the specific functions that are defined by their organization's mission.

B. How are the Functions Performed by Psychologists Similar or Different Among Organizations Employing Them?

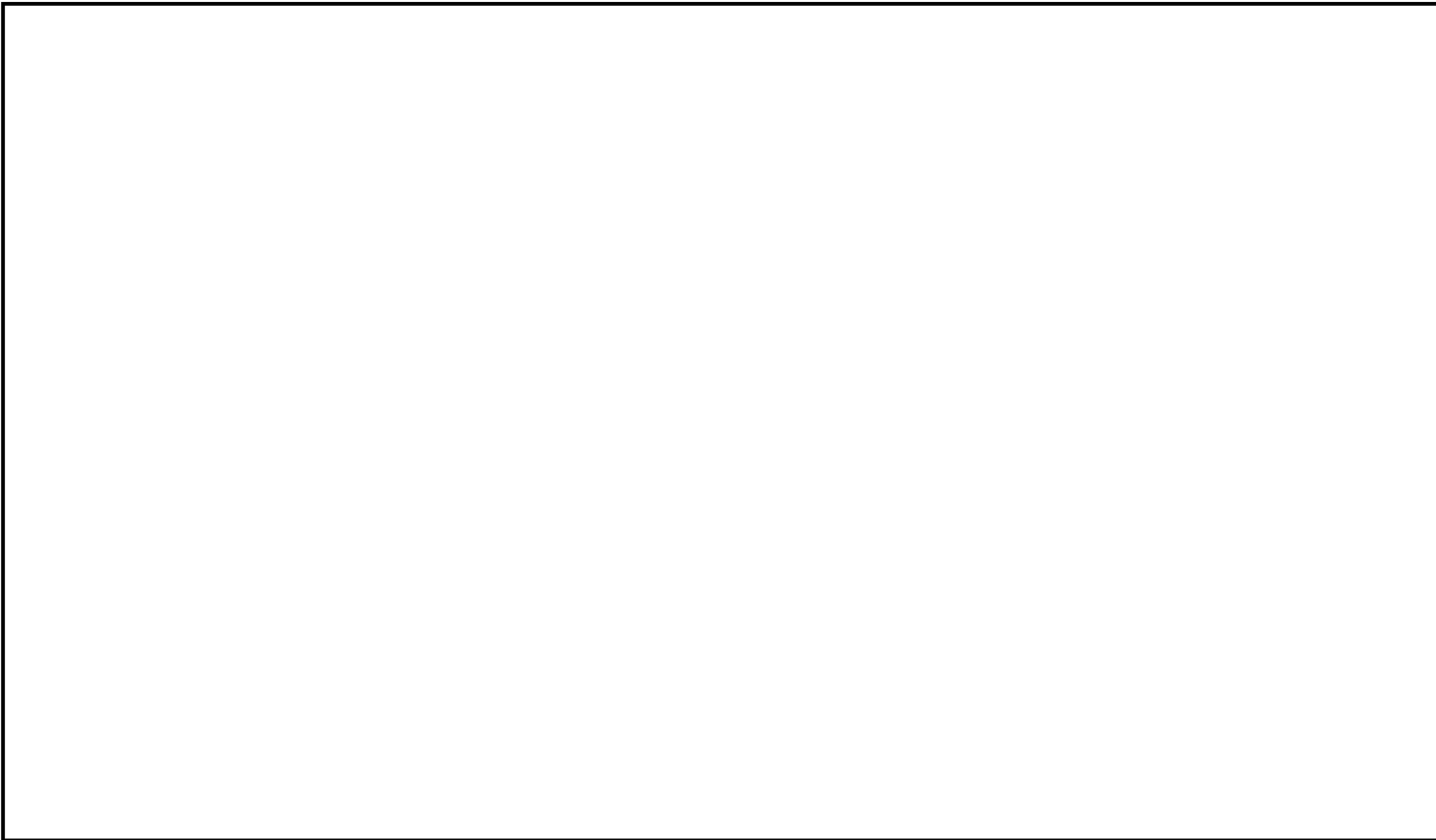
1. Assessment

Four groups within the Agency perform assessments, using a variety of instruments and techniques, aimed at describing or analyzing human behavior. Each is directed at different populations or undertaken for different purposes. The Psychiatric Division (PD) conducts tests and analyses to identify and diagnose pathological or potential pathological behavior in candidates seeking employment with the Agency, and among employees or their families referred prior to an overseas assignment.

The Psychological Services Division (PSD) screens, through testing and assessment, about 70 percent of professional candidates for employment by the Agency. This is directed at skills, knowledges, and abilities for a vocational profile to identify those with the best fit for particular jobs, for upward mobility programs, and for retirement counseling. It is vocationally-oriented, not clinical.

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#### 4. Training

Three organizations undertake significant training activities, [redacted] the Office of Training and Education (OTE) and the Center for Counterterrorism and Crisis Response (CCCR). OTE is the focal point for Agency-wide training and education programs. PSD collaborates with OTE in courses on creative management and supervisory counseling.

[redacted] one element in the Career Trainee Program on human elements in operational behavior.



organizations are substantially different. The common thread is that it is predominantly based upon knowledge of human behavior.

5. Counseling

Counseling tends to be limited to PD and PSD, although CCCR does counsel or advise Agency and other U.S. government client agencies on counterterrorism crisis involving hostages, etc. The line between the kind of counseling in PD and PSD is quite sharply drawn. As a rule, PD concentrates upon clinical psychiatric counseling and treatment. PSD focuses upon vocational, career and pre-retirement counseling related to selection for hire, career development, upward mobility, and retirement. Admittedly there is, from time to time, some ad hoc personal counseling in both PSD and [ ] but it is not frequent and 25X1 clearly is discouraged by PSD [ ] management. 25X1

### C. Organizational and Management Issues

The first issue is at the heart of this study: Should psychologists in the Agency be consolidated into a single organization? The history of PSD through 1966 (The Psychological Services Staff of the Office of Medical Services, 1951-1966, [redacted] [redacted] August 1973) and the reports of Inspector General on [redacted] (1980) and OMS (1981) suggest several possible rationales for such a move. Consolidation presumably would: (1) avoid overlap and duplication of functions and resources, (2) permit better utilization of specially trained personnel, and (3) have the potential to improve career opportunities for psychologists. The study team believes that none of these benefits would accrue from consolidation, and further, that consolidation probably would create more problems than it was designed to solve.

Our review reveals that overlap and duplication of functions is more apparent than real. Although many elements of the five functions performed by psychologists are generic in nature, the specific applications, the particular methods used, and the environment in which they operate--all contribute to different organizational missions that could prove unmanageable for a single organization.

Second, we found no glaring examples of "underutilization." This is to be distinguished from possible misapplication, which is more likely in a large group than in a smaller one, if only because it can more easily be overlooked.

Third, the dispersion of psychologists actually favors career opportunities. Advancement in CIA beyond GS-14 usually requires the person to demonstrate managerial or executive talent beyond his or her particular specialty. Putting all psychologists into a single organization would provide less opportunity for broad contacts throughout the Agency, reduce an individual's visibility, and encourage retreat within that specialty or movement outside the Agency. It is true that the performance of psychologists now often is judged by non-psychologists--but then most of the clients are not professional psychologists. In short, our review reveals no good reason for consolidating psychologists in the Agency.

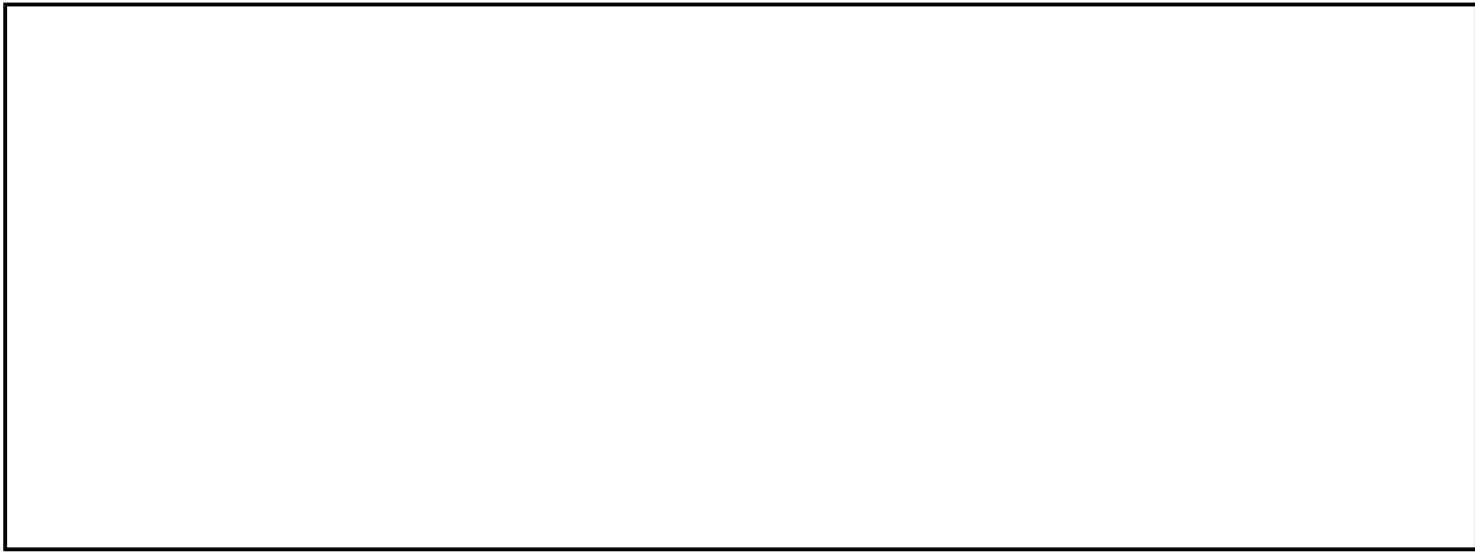
Another concern of this study was the effective utilization of professional psychologists. This is much more difficult to answer simply, in part because there is no common practice from one organization to another for collecting hard data that would permit a valid basis for program evaluation. That evaluation which is done tends to be anecdotal and unsystematic. Or it relies on gross data, such as cases handled, without accompanying qualitative information that would provide real meaning. As noted above, psychologists throughout the Agency appear to be busy. The key question is: Are they busy on activities of highest priority to the Agency? On this we found some positive clues, but more questions than answers.

For example, two different approaches are taken with regard to research priorities in the two organizations conducting or managing

most psychologically oriented research--ORD and PSD. ORD annually solicits its clients for their ideas on what they consider the most important problems for research. To this is added ORD suggestions on what technology appears ripe for exploitation in view of client interests. Through a process of discussion and negotiation a research agenda is hammered out. The Research Branch of PSD is obliged to meet the research requirements of PSD first. Then it can respond to requests for assistance from other Agency organizations. PSD currently provides research assistance to various organizations in DD/NFA, to PD, to the Office of Deveopment and Engineering, and to NPIC, among others. These requests are handled as they arrive with the judgment being made on whether sufficient resources are available, in the light of other commitments, to undertake the work. The ORD system is more systematic in a formal sense, but this does not mean that PSD's more informal determination is less effective in applying the resources of its small (six person) staff.

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A third concern has been whether or not there are common interests or problems that psychologists might address, regardless of organizational lines. At the moment there is little continuing collaboration among psychologists located in different organizations. From time to time individual psychologists discover a colleague elsewhere with similar interests, and a productive dialogue ensues. The study team found a great deal of exciting work under way from which a productive interchange could be encouraged. Stimulation and encouragement from senior officials of the Agency are needed. Also needed is some common focus to evoke collaboration--not more management directives or reporting requirements. Part D, below, suggests such a topic, as one vehicle to stimulate greater interchange.

D. Need for Evaluation and Internal Research

Each of the respective psychological units has critical responsibilities. Each provides services that have direct, and indirect, impact throughout the Agency in important ways. One might expect that the top administration would require each psychological unit to develop and maintain accountability systems and methods of organizational quality control. Such a mandate does not seem to exist. The psychological units are, in varying degrees, sensitive to these particular issues, but they differ with respect to the effort they put into these matters.

Essentially, two questions can be raised about a psychological unit's mission: (1) how well is it performing the array of tasks that constitute the mission and (2) what are the key factors that differentiate between success and failure (positive versus negative outcomes)? The first question refers to evaluation; the second to internal research--i.e. designing and conducting research to identify the factors that most relate to mission success in contrast to those factors that have little or no impact. Such information can greatly increase the efficiency of a unit's operations. One administrator referred to this as "'fine-tuning'".

The immediate benefits of a systematic program of evaluation and internal research are deriving accountability information and improving efficiency of operations. However, another level of benefit

comes from engaging in such a systematic program. These activities require an intensive degree of thinking through one's tasks in order to develop the particular approach to evaluation and the design specifications for the internal research. The processes involved often lead to new perspectives on a unit's tasks and goals.

Evaluation within psychological units - Each psychological unit has a set of specific tasks to perform. There are particular outcomes expected as a result of engaging in these tasks. The purpose of the evaluation is to determine how well the unit is performing each of its tasks in terms of the outcomes that are supposed to follow. Evaluation as presented here is a hard question and is not to be answered in terms of anecdotes or mythology.

Evaluation must begin with establishing a set of operational definitions of the explicit outcomes that are expected as a result of each specific task. This requires collaboration with the unit's client. If a psychological unit is not looking down the road to a systematic evaluation, this stage might be left in a too generalized state. One can argue that such a specification of operational definitions of expected outcomes should be engaged in even if no systematic evaluation were anticipated. The probability is high, however, that the level of specification referred to here is not sufficient when the prospect of evaluation is not in the picture.

In this Agency, access to information that would permit operational definition of specific outcomes sometimes cannot be

provided in the most direct form because of security considerations. In such cases a specific set of characteristics desired must be established and the evaluation becomes one of determining how effectively these qualities are identified.

Outcomes do not necessarily lend themselves to categorization in terms of positive or negative. Some outcomes might have to be weighed in terms of a scaling approach, such as from excellent to poor.

In any event, deriving operational definitions of outcomes desired or characteristics required can be a very difficult procedure. This process is necessary, we repeat, in describing the unit's program in the first place, not just for evaluation purposes. The prospect of an evaluation heightens the need for the procedure. One measure of the effectiveness of a psychological unit is the quality of its analysis in this particular area. Such analysis appears to be uneven among the psychological units in the Agency.

Internal Research - Internal research within the respective psychological units would be directed toward determining the specific factors that are related to differentiating between positive and negative outcomes of their activities. (As stated, evaluation determines what the positive-negative outcome ratio is).

Let us assume that a job skills analysis approach has identified ten characteristics of an individual that must be drawn upon in order

to perform a given job. Procedures would have been developed that were designed to measure each of the ten characteristics. (In order to keep the terminology clear, "validity" refers to the degree each of the ten procedures actually measures the particular characteristic for which it was designed.) The question now becomes whether all ten of the characteristics, assuming each is measured validly, play equal roles in relating to the outcomes expected in the given job or operation. The most likely assumption is that the ten characteristics do not play such equal roles. There is most likely some sub-set of the ten characteristics that is most related to the desired outcome. The operational definitions of the desired outcomes would have been developed as a phase of evaluation.

Information would have been collected, in the evaluation phase, as to the ratio of positive or negative outcomes, or a scaling of degree of positive outcome (this, too, could be very difficult; especially where security considerations intervene). Statistical procedures such as multiple correlation, discriminant analysis and canonical correlation are available for producing the information sought--the identification of the critical sub-sets among the original ten characteristics.

In discussing this one administrator immediately thought of an example. It had been assumed that one particular characteristic in a set of characteristics was critical in performing a certain job.

Further analysis demonstrated that the characteristic had little relation to the job but another one was highly related. The latter characteristic, luckily, had been included in the assessment procedures.

Two important possibilities arise from this approach: (1) if a sub-set of the large array of characteristics is found to be critical, efficiency would come from concentrating upon the sub-set and (2) if none of the characteristics was related to desired outcomes, the particular program has been operating on false premises as to what constitute the necessary characteristics.

Evaluation and internal research as the bases for improved communication - Previous reviews of the psychological units has led to the recommendation that there should be more communication among them. To date, efforts to accomplish this have not been too successful. Some say these attempts have been perfunctory; others say that "we don't have anything to talk about." One said that "we don't have anything, or a project, to address."

We have stressed that systematic evaluation and internal research are intrinsically difficult to develop. Security needs accentuate the difficulty of doing these things in the Agency, but it represents a task to which professionals in the psychological units could address

themselves. Some of the issues that readily come to mind and that could be the subject of such professional interchange are:



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- developing criteria for positive versus negative assessment of performance (or appropriate scaling systems).
- developing procedures for obtaining data on performance that do not risk violations of security.
- how best to interact with managers in order to obtain from them their perspectives on performance requirements.

Even if the psychological units remain organizationally separated, as at present, each of them could contribute to such issues.

## V. CONCLUSIONS AND RECOMMENDATIONS

The principal rationale behind this study was to determine whether or not the current structure within which psychologists are located and in which they operate is conducive to their effective utilization, or whether some alternative (or alternatives) would be better. It was clear from the assignment that one of the alternatives that has been given consideration in the past, and is of continuing interest to Agency management, is one of consolidating most, if not all, psychologists within a single organization.

1. The work of psychologists in the Agency is sharply defined and follows closely the missions and functions of those organizations in which they are located. There is no significant overlap that would contribute to poor utilization on the basis of organizational location.

Recommendation: Consolidation of psychologists within the Agency would serve no useful purpose, and could disrupt the effective conduct of present functions. There may be instances where some organizational adjustment would improve the utilization of psychologists.



2. Relative effectiveness in the utilization of psychologists was difficult to assess because there is no common practice from one organization to another for collecting data that would support such an assessment. Information about effectiveness varies greatly and tends to be anecdotal and unsystematic. Psychologists appear to be busy and productively employed. Where caseload data is applicable, such as in the assessment function, the number of cases has increased by 25 to 50 percent in the last few years as Agency recruitment efforts have intensified and as client organizations have requested assessments on more candidates. The study team believes that psychologists are not underutilized, but we are not in a position to judge whether, in the light of the Agency-wide or Directorate-wide priorities, they are at work on the most important tasks.

Recommendation: Agency management should be able to determine if the distribution of effort in these psychological units coincides with Agency priorities. However, there is no particular reason to focus upon psychologists; this is a management responsibility applicable to all of the Agency's human resources.

3. Systematic program evaluation is uneven among psychological units. As one might anticipate, the incentive for program evaluation is stronger among those units heavily involved in testing and assessment than in those concentrating more upon research, clinical

25X1 evaluation and counseling, and training. All units engage in some qualitative evaluation, such as user or client satisfaction--i.e. does the client use the product, or does the client return for future work? In at least one instance,  more systematic and methodologically relevant evaluation is hindered by security considerations. In this instance we believe that ways can be found to make data available for evaluation without revealing sensitive sources, but only if senior managers recognize the need and provide the organizational leverage to carry it out.

Recommendation: Agency management should require each psychological unit to develop and to conduct a systematic program of evaluation.

4. Systematic internal research to determine those aspects of a unit's activities most related to success was notably lacking. Where there was program evaluation, it rarely was carried to the next step to systematically identify what elements in the particular task or objective contributed most to success.

Recommendation: Agency management should encourage psychological units (and others) to undertake internal research. Such encouragement could be pursued through the budget, program review, and performance assessment processes.

5. Interchange among psychologists, across organizational lines, has been encouraged by Agency management from time to time, but has been sporadic. The process suffers from inadequate incentives and the press of immediate responsibilities or diverging interests. The study team found a rich variety of activities that should be of interest among psychologists throughout the Agency. What is needed is a problem or issue to which all can make a contribution and which has elements of common interest.

Recommendation: If Agency management makes a serious attempt to require or encourage systematic evaluation and internal research, psychologists, wherever located, will have abundant opportunity to seek mutual support and ideas in addressing challenges of methodology and technique to undertake these activities.

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APPENDIX B

Location of Professional  
Psychologists By Organization\*

\*Occupational Classification is Noted Where it was Available, as Follows:

PG=Psychologist-General  
PC=Psychologist-Clinical  
PA=Psychologist-Assessment  
PR=Psychologist-Research  
BS=Behavioral Scientist

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